

## Coworker support as moderator on the relationship between HRM practices and Organizational Commitment: A proposed framework.

Ashfaq Ahmad, Abdul Halim Abdul Majid & Md Lazim Mohd Zin

*School of Business Management,  
UUM College of Business 06010 Kedah, Malaysia*

**Abstract:** Several factors have been proposed to have influence over organizational commitment; among some of those prominent factors are human resource management practices. However, among the prominent studies on the said relationship; the reported findings are inconsistent. Therefore, it is proposed to incorporate a moderating variable to further explain this relationship. The current study proposed coworker support as moderator on the relationship between HRM practices and organizational commitment.

**Keywords:** Organizational commitment, HRM practices, Coworker support

### 1.0 Introduction

Organizational commitment has been defined by different researchers in various ways in social science. Meyer and Allen (1991) defined that organizational commitment is the attachment and loyalty of employee toward the organization. According to Porter et al. (2004), the word commitment refers to employee sense of attachment with the organization and willingly acceptance of the organizational goals. Based on these statements, in general, organizational commitment can be defined as emotional association of employees with their organization and their willingness to accept the rules, goals and want to remain part of organization

In the fast growing technological changes now every organization know the significance of the organizational commitment because of its outcomes Omar, Anuar, Majid & Johari, 2012; Paillé, Fournier & Lamontagne, 2011). According to Demirel & Goc, (2013); Chughtai and Zafar (2006), organizational commitment plays significant role for the success of any organization. When, the employees are devoted and willing with the goals of the organization, such worker benefits the organization by putting more efforts to achieve the organizational goals (Sial, Jilani, Imran & Zaheer, 2011). Similarly, Yurchisin, Park and O'Brien (2010) stressed that dedicated worker always put more efforts to perform better. The same, Eisenberger, Huntington, Hutchison and Sowa (1986) supported with social exchange theory (SET), when employee received benefit from the organization, in same way employees feel satisfied and work hard for the benefit of the organization. Prior studies have found mix finding in their studies.

Although, several studies have been conducted on organizational commitment, however based on literature reviewed there is lack of literature

available and further research is needed to investigate the relationship between HRM (training and development, compensation and performance appraisal) and organizational commitment (Ahmad & Islam 2011; Chughtai and Zafar, 2006). Furthermore, Walia and Bajaj, (2012) highlighted that good HRM Practices (training and development, compensation and performance appraisal) influence organizational commitment. Other researchers Meyer and Allen (1997) also identified that HRM practices affect organizational commitment significantly.

It is therefore evident that HRM Practices are imperative indicators that influence organizational commitment. However, there is limited research conduct on the above relationship and mostly the findings are inconsistency in prior studies. Hence, there is need to investigate further the above relationship for better understanding. This relationship will be contribute to the body of knowledge and will fill the gap in the literature. The present study will also help the practitioners and policy maker to develop adequate policies to enhance the commitment level of their employee in order to perform better and achieve organizational goals.

### 2.0 Literature review

#### 2.1 Human Resource Management Practices and Organizational Commitment

Several scholars have explained HRM in numerous ways. According to Mondy and Noe, (2005) HRM practices are policies and strategies executed by an organization to make sure employees work efficiently to achieve the organizational goals. HRM contain practice and policies for their staffs it comprised selection, compensation, training, carrier planning and performance appraisal (Qureshi, Akbar, Khan, Sheikh & Hijazi, 2010). HRM practices have been recognized as a basis of business revenue (Mathis & Jackson, 2004).

Similarly, Collins and Clark, (2003) specified that organization can emphasis on HRM practices to get competitive advantage. Likewise, study by Noe (2008) stressed that HRM practices play a vital role in motivating, attracting and enhancing employee commitment.

Prior scholars put more efforts to know further that how HRM practices help the organization to achieve their goals and increase the performance of their employees (Ahmad & Schroeder, 2003; Boselie, Paauwe & Jansen, 2001). In the field of organizational psychology and human resource management, the influence of HRM practices on individual performance level, organizational performance level is an imperative issue. According to Rhoades, Eisenberger, & Armeli, (2001), those employees who are more motivated put more efforts in the organization. However, there is still need to study of how these HRM practices influence the attitudes, behavior and perceptions of the individual employee (Deery, 2002; Harley, 2002).

According to Newman and Nollen, (1996) and Gardner, Park, Moynihan & Wright (2001) HRM practices differ from organization to organization, some practices may useful for one organization and may not be adequate for another origination. Thus, all these studies may not be sufficient and more research is needed to understand the nature of HRM and the effect on organizational commitment. Thus, the current study is also expected to fill the gap in body of knowledge by including the three main HRM practices in this study (i.e. training and development, compensation and performance appraisal).

### 2.1.1 Training and Development

It is one of the main HRM practices. Nowadays, organizations focused on training and development to get Strategic precedence (Schuler & Macmillan, 1984). It also play vital role to assist, improving and enhancing the individual employee skills, it also help the organization to maintain the performance to get competitive advantage (Liu, 2004; Tsai and Tai (2003).

According to Liu (2004), training and development enhance one's ability, and help workers to triumph career development and improve work capability. Similarly, Chang, (1999) discussed that when organization provide adequate training programs employee will be more satisfied and committed with the organization. Previous study done by Chughtai and Zafar (2006) found that training and development have imperative correlation with organization commitment. This suggests that the more training programs provided by organization to their employees the more it helps to enhance the employee commitment level. Likewise, Chung (2013) also showed that the association between training and organizational commitment is imperative. The findings also concluded that

training increases the employee satisfaction and commitment level.

However, some prior studies argued that there is no evidence that training helps to enhance organizational commitment and reduce turnover (Batt, Alexander, Colvin & Keefe, 2002; Noor, 2009; Way, 2002).

Thus, regarding the link between training and development and organizational commitment not clear, due to lack of evidence and mixed results more research is needed to better understand the above link. Consequently, present study proposes the following:

*Proposition 1:* There is significant relationship between training and development and organizational commitment.

### 2.1.2 Compensation

Another main HRM practices is compensation. According to Mondy (2008) compensation mean salary received by workers for their services. Similarly, Cryne (2004); Parker and Wright (2000) also stated that compensation play important role in attracting, motivating and retaining skilled employee. Another study by Chiang and Birtch (2011) also highlighted that compensation becomes crucial part for each organization. Organization need to offer adequate compensation system in order to enhance the employee commitment (Chiang & Birtch (2010).

Furthermore, study conducted by Yaseen (2013), also showed that there is significant influence of compensation on job satisfaction and organizational commitment. When employee feels that they are receiving sufficient compensation, they stay longer in the organization. Similarly, Barton (2002) showed that remuneration play significant role in attracting, retaining and enhancing organizational commitment. Employees show positive attitude toward organization when they receive satisfactory compensation. In the same way Saeed et al, (2013); Igbaria and Greenhaus, (1992) stated that compensation is positively associated with organizational commitment. When employees receive adequate wherewithal from the organization, this leads to higher organizational commitment. Another study by Eliyana, Yusuf and Prabowo (2012) also revealed that compensation have important effect on enhancing organizational commitment. When employees are not receiving sufficient wherewithal, they may have negative attitude toward the organization. Thus, employee commitment will be stronger if they are satisfied with the compensation.

However, the findings of Imran and Ahmad (2012) were not in line with the prior study and found that compensation is not statistically correlated to organizational commitment. Due to variation in finding more research is needed for understanding

the relationship between compensation and organizational commitment. So, the following relationship is proposes.

*Proposition 2:* There is significant relationship between compensation and organizational commitment.

### 2.1.3 Performance Appraisal

Raihan (2012) and Waldman, Bass and Einstein (1987) described that performance appraisal is periodically valuation of workers performance by their supervisors. Performance appraisal is one of the HRM important tools; it helps both the organization and their employees to increase the worker capabilities and productivity in the organizations (Rahman, 2006; Brown & Benson, 2003). Rahman (2012) and Scott (2001) highlighted that performance appraisal is also used as measuring tool for gathering information and it help to gauge capabilities of employee.

According to Shahnawaz and Juyal (2006), performance appraisal help to enhance the commitment level of employee. When employees are evaluated properly and fairly against their work they feel satisfied and it enhances their commitment level. Similarly, another study by Jehad and Farzana (2011) also showed that performance appraisal play significant part in increasing employee commitment. The result also concluded that fair performance appraisal is necessary and play important part in the enhancing organizational commitment. It is concluded that when employees are not dealt fairly, it affect the commitment level of the employee toward the organization.

However, Sial, Jilani, Imran and Zaheer (2011) found that performance appraisal is not significantly associated with organizational commitment. Likewise, Riaz, Ayaz, Wain and Sajid (2012) also showed that performance appraisal is not significantly related to organizational commitment. Therefore, due to contradictory outcomes more research is required to probe further the performance appraisal relationship with organizational commitment. So, the present study proposes the following:

*Proposition 3:* There is significant relationship between performance appraisal and organizational commitment.

## 2.2 Coworker Support as Potential Moderating

According to Sias, (2009) coworker means colleague working in the same organization at same level and work together for the support of organization. Similarly, Fairlie (2004) explained that coworker refers to the employee who work their job and have communication at same level in the organization. Employees work better when they work together (Leonard & Leonard, 2003). Another

research by Brownell, Adams, Sindelar, Waldron and Vanhover (2006) also highlighted that coworker support is very essential in enhancing the commitment level of employees.

Prior studies such as Wang, Odell and Schwillie (2008) also highlighted the positive outcome of the coworker support such as decrees job stress, attitude toward teaching, increased motivation, improve job efficiency, support new colleague's, enhanced professional development and develop trust amongst workforce. It is evidence that coworker support have the ability to create friendly or unfriendly environment. Furthermore, when coworkers are more supportive and helpful it makes the work easier which increases the motivation level employees (Luthans, 1993; Ellickson & Logsdon, 2001).

The current study concentrate on coworker support, because it is colleague who always in interaction with other colleague daily at organization and sharing their information, skills, idea, and providing support (Zhou & George 2001). Another study done by Babin and Boles, (1996) highlighted that coworker play important role in the development of helpful environment. However, empirical results on HRM practices have mixed finding from prior studies for example, Chung (2013); Imran and Ahmad (2012); Rahman (2012); Sial, Jilani, Imran and Zaheer (2011) and Yaseen (2013) Such contradictory outcomes suggest that moderating variable should be incorporated to understand the in-depth relationship. According to Baron and Kenney (1986), a moderator variable is third variable usually incorporated when the association between independent variable and a dependent variable is found to be inconsistent or weak.

Additionally, Bateman (2009) argued that coworker can make working environment pleasant or unpleasant, there are very few research available on the coworker as moderator variable. Therefore, it is important to probe the moderating effect of coworker support on the association between HRM practices and organizational commitment. This paper proposes that coworker support might moderate the above stated relationships.

Furthermore, numerous studies have investigated coworker support as moderator on the relationship with TQM implementation and organization performance (Joiner, 2007), task characteristics and mental strain (Karasek, Triantis and Chaudhry, 1982) procedural justice, distributive and psychological distress (Salek, Aube and Morin, 2009). However, there is no evidence available that coworker support as moderator have examined with HRM practices and organizational commitment.

Similarly, the proposed relationship is also supported by SET (Setton, Bennett & Liden, 1996). SET is based on quid pro quo means when

employee felt that their coworker and supervisor are supportive, employee will be more committed and will put more efforts for the benefit of the organization (Bowling, Beehr, Johnson, Semmer, Hendricks & Webster, 2004). In same vein, this view is also supported by Carlson and Perrewe, (1999) when employees feels that they were encourage and motivated by the coworker, supervisor or organization, they were more devoted and committed toward organization. When there is supportive and strong relationship between coworkers at work place, there is less chances of work conflict among coworker (Woo & Chelladurai, 2012). Hence the following proposition is offered:

**Proposition 4:** Coworker support moderate the relationship between HRM practices (training and development, compensation and performance appraisal) and organizational commitment.

## 2.5 Proposed Research Framework

Based on the literature review, a proposed research framework for this study illustrating the moderating effect of coworker support on the effect of HRM practices on organizational commitment is showed in Figure 1.

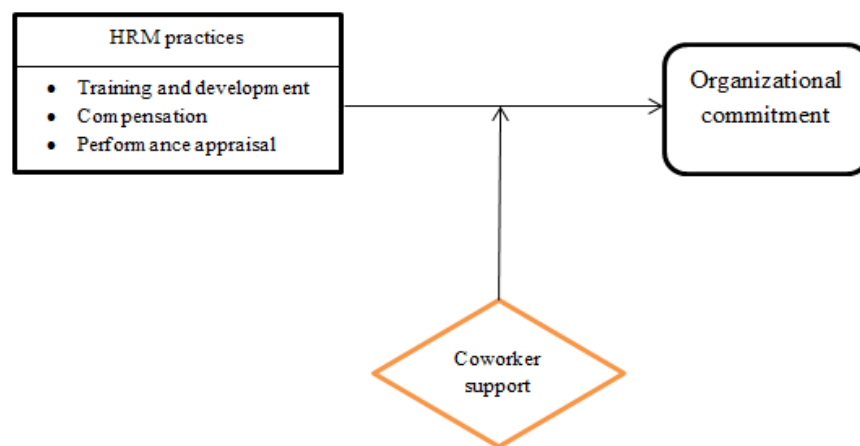


Figure 1: *proposed research framework*

In explaining the moderating effect of coworker support on the relationship between HRM practices on organizational commitment, the present study proposes that HRM practices work in better manner with the supporting role of coworker support and it enhance the employee commitment level, similarly this notion is also supported by SET (Setton, Bennett & Liden, 1996). It is proposed that SET would provide empirical support for the moderating effect of coworker support on the above stated relationship.

## 2.6 CONCLUSION

This paper has proposed the moderating role of coworker support on the relationship between HRM practices and organizational commitment as showed in Figure 1. If the proposed framework is used to investigate moderating effect of coworker support on the relationship between HRM practices and organizational commitment, the result will provide valuable contribution in organizational behavior. It will also help the policy makers to consider proper policies and strategies to increase the organizational commitment.

## Reference

- Ahmad, I., & Islam, T. (2011). Relationship between Motivation and Job Satisfaction: A Study of Higher Educational Institutions. *Journal of Economics and Behavioral Studies*, 3(2), 94-100.
- Ahmad, S., & Schroeder, R. (2003). 'The Impact of HR Practices on Operational Performance: Recognizing Country and Industry Differences'. *Journal of Operations Management*, 21, 19-43.
- Babin, B. J., & Boles, J. S. (1996). The Effects of Perceived Co-worker Involvement and Supervisor Support on Service Provider Role Stress, Performance and Job Satisfaction. *Journal of Retailing*, 72(1), 57-76.



- Baron, R. M., & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of personality and social psychology*, 51(6), 1173
- Barton, G. M. (2002). Recognition at work. Scottsdale: World at Work.
- Bateman, G. (2009). Employee perceptions of co-worker support and its effect on job satisfaction, work stress and intention to quit.
- Batt, R., Alexander, J. S., Colvin, A., & Keefe, J. (2002). Employee voice, human resource practices, and quit rates: Evidence from the telecommunications industry. *Industrial and Labor Relations Review*, 55, 573-594.
- Boselie, P., Paauwe, J., & Jansen, P. (2001). 'Human Resource Management and Performance: Lessens from the Netherlands'. *International Journal of Human Resource Management*, 12(7), 1107-1125.
- Bowling, N. A., Beehr, T. A., Johnson, A. L., Semmer, N. K., Hendricks, E. A., & Webster, H. A. (2004). Explaining po-tential antecedents of workplace social support: reciprocity or attractiveness?. *Journal of Occupational Health Psychology*, 9, 339-350.
- Brown, M., & Benson, J. (2003). Rated to exhaustion? Reactions to performance appraisal processes. *Industrial Relations Journal*, 34(1), 67-81.
- Brownell, M. T., Adams, A., Sindelar, P., Waldron, N., & Vanhover, S. (2006). Learning from collaboration: The role of teacher qualities. *Exceptional Children*, 72(2), 169–187.
- Carlson, D. S., & Perrewe, P. L. (1999). The Role of Social Support in the Stressor-Strain Relationship: An Examination of Work-Family Conflict. *Journal of Management*, 25(4), 513-540.
- Chang, E. (1999). Career commitment as a complex moderator of organizational commitment and turnover intentions. *Human Relations*, 52, 1257-1278.
- Chiang, F.F.T., & Birtch, T.A. (2010). Pay for performance and work attitudes: The mediating role of employee–organization service value congruence. *International Journal of Hospitality Management*, 29, 632–640.
- Chiang, F.F.T., & Birtch, T.A. (2011). Reward climate and its impact on service quality orientation and employee attitudes. *International Journal of Hospitality Management*, 30(1), 3–9.
- Chughtai, A.A., & Zafar, S. (2006). Antecedents and consequences of organizational commitment among Pakistani university teachers. *Applied H.R.M. Research*, 11(1), 39-64.
- Chung, E. C. (2013). *The Relationship of Training and Organizational Commitment in One Korean Organization* (Doctoral dissertation, UNIVERSITY OF MINNESOTA).
- Collins, J.C. & Clark, D.K. (2003). Strategic human resource practices, top management Team social networks, and firm performance: the role of human resource practices in creating Organizational competitive advantage, *Academy of Management Journal*, 46(6), 740–751.
- Cryne, S. (2004). "Clawbacks or golden handcuffs?". *Canadian HR Reporter*, May, 1(5) 10-16.
- Deery, S. (2002). "Employee reactions to human resource management: a review and assessment". *The Journal of Industrial Relations*, 44(3), 458-466.
- Demirel, Y., Goc, K. (2013), The impact of organizational commitment on knowledge sharing, *European Scientific Journal*, 9(19).
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500-507.
- Eliyana, A., Yusuf, R.M., & Prabowo, K. (2012). The Influence of Employee's Job Satisfaction Factors on Organizational Commitment. *American Journal of Economics*, 2(4), 141-144.
- Ellickson, M. C., & Logsdon, K. (2001). Determinants of job satisfaction of Municipal Government employees. *State and Local Government Review*, 33(3):173-184.
- Fairlie, R. W. (2004). Self-employed business ownership rates in the United States: 1979-2003. Research Summary 243, December. *Small Business Administration*.
- Gardner, T. M., Park, H. J., Moynihan, L. M., & Wright, P. M. (2001). Beginning to unlock the black box in the HR firm performance relationship: The impact of HR practices on employee attitudes and employee outcomes. CAHRS Working Papers Series, Cornell University, 2001.

- Igbaria, M., & Greenhaus, J. H. (1992). "Determinants of MIS Employees' Turnover Intentions: A Structural Equation Model". *Communications of the ACM*, 35(2), 35-49.
- Imran, A., Ahmad, M. (2012). Impact of human resource practices on organizational commitment a study among service sector employees in Pakistan. *interdisciplinary journal of contemporary research in business*, 4(2), 81-90.
- Jehad, M., & Farzana, Q. (2011). Organizational Justice And Organizational Citizenship Behavior: Evidences International Conference on Accounting, Business and From Malaysia, paper presented in the 1<sup>st</sup> Economics (ICABEC), 2011.
- Joiner, T. A. (2007). Total Quality Management and Performance: The Role of Organizational Support and Coworker Support. *International Journal of Quality & Reliability Management*, 24(6).
- Karasek, R. A., Triantis, K. P., & Chaudhry, S. S. (1982). Co-worker and Supervisor Support as Moderators of Associations between Task Characteristics and Mental Strain. *Journal of Occupational Behaviour*, 3, 181-200.
- Leonard, L., & Leonard, P. (2003). The continuing trouble with collaboration: Teachers talk. *Current Issues in Education* [On-line], 6 (15).
- Liu, W. (2004). *Perceived organization support: Linking human resource management practices with important work outcomes*. Unpublished doctoral dissertation, University of Maryland, College Park, USA.
- Luthans, F. (1993). *Organization behavior*, 6th ed. McGraw-Hill.
- Mathis, R. L. and Jackson, J. H. (2004) *Human Resource Management* (10th ed.). Thomson Learning: Singapore.
- Meyer, J. P., & Allen, N. J. (1997). Commitment in the workplace: Theory, research, and application. Thousand Oaks, CA: Sage
- Mondy, R. W. and Noe, R. M. (2005) *Human Resource Management* (9th ed.). Pearson Education: New Jersey.
- Mondy, R.W. (2008). *Human Resource Management*. Upper Saddle River, NJ: Pearson Prentice-Hall.
- Newman, L. K., & Nollen, D. S. (1996). Culture and Congruence: The Fit Between Management Practices and National Culture. *Journal of International Business Studies*, 27(4), 753-779.
- Noe, R. A. (2008) *Employee Training and Development*. McGraw-Hill Irwin.
- Noor, A., 2009. Examining Organizational Citizenship Behavior as the Outcome of Organizational Commitment: A Study of Universities Teachers of Pakistan. *In proceedings, 2nd CBRC Lahore, Pakistan*.
- Omar, K., Anuar, M.M., Majid, A.H.A., & Johari, H. (2012). Organizational Commitment and Intention to Leave Among Nurses: The Mediating Role of Moral Obligation. *International journal of management studies*, 19 (2), 31-46.
- Paillé, P., Fournier, P. & Lamontagne, S. (2011). Relationships between commitments to the organization, the superior and the colleagues, and the intention to leave among truckers. *International Journal of Organizational Analysis*, 19(2), 92-108.
- Parker, O. and Wright, L. (2000). Pay and employee commitment: the missing link. *Ivey Business Journal*, 65, 70-9.
- Porter, L.W.; Steers, R.M.; Mowday, R.T. & Boulian, P.V. (2004). Organizational commitment, job satisfaction and turnover among psychiatric technicians, *Journal of Applied Psychology*, 59, 603-609.
- Qureshi, T.M., Akbar, A., Khan, M.A., Sheikh, R.A., & Hijazi, S.T. (2010). Do human resource management practices have an impact on financial performance of banks? *African Journal of Business Management*, 4(7), 1281-1288.
- Rahman, S. A. (2006). Attitudes of Malaysian teachers toward a performance appraisal system. *Journal of Applied Social Psychology*, 36(12), 3031-3042.
- Rahman, W. (2012). The relationship of attitudinal and behavioral outcomes with employee development in the context of performance appraisal in public universities of Khyber Pakhtunkhwa.
- Raihan, J.M.H. (2012). Mediating effects of organizational commitment and perceived organizational support on HRM practices and turnover intention: a study of private universities in Bangladesh.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: the contribution of perceived organizational support. *Journal of Applied Psychology*, 86, 825-836.

- Riaz, Q., Ayaz, K., Wain, A.M., & Sajid, M. (2012). Impact of HR Practices on Perceived Performance of Hospital Employees in Pakistan. *Journal of Economics and Sustainable*, 3(11), 10-16.
- Saeed, R., Nayyab, H.H., Lodhi, R. N., Baqir, R., Rehman, M. A., Mussawar, S. (2013). Impact of Retention Factors on Organizational Commitment in General Education Division of Pakistan. *Middle-East Journal of Scientific Research*, 17 (4): 539-545.
- Salek, S., Aube, C., & Morin, E. M. (2009). Distributive Justice, Procedural Justice, and Psychological Distress: The Moderating Effect of Coworker Support and Work Autonomy. *Journal of Occupational Health Psychology*, 14(3), 305–317.
- Schuler, R. S. & MacMillan, I. (1984). Gaining competitive advantage through human resource practices. *Human Resource Management*, 23(3), 241-256.
- Scott, W. R. (2001). *Institutions and Organizations: Sage Publications, Inc.*
- Setton, R. P., Bennett, N., & Liden, R. C. (1996). Social exchange in organizations: perceived organizational support, leader-member exchange, and employee reciprocity. *Journal of Applied Psychology*, 81, 219-227.
- Setton, R. P., Bennett, N., & Liden, R. C. (1996). Social exchange in organizations: perceived organizational support, leader-member exchange, and employee reciprocity. *Journal of Applied Psychology*, 81, 219-227.
- Shahnawaz, M. G., & Juyal, R. C. (2006), Human resource management practices and organizational commitment in different organizations, *Journal of the Indian Academy of Applied Psychology*, 32(3), 267-274.
- Sial, M, A., Jilani, S. M. A., Imran, R., & Zaheer, A. (2011). Effect of Human Resource Practices on Organizational Commitment in Pakistani Universities. *World Applied Sciences Journal*. 15(6):793-798.
- Sias, P. M. (2009). *Organizing relationships*. Thousand Oaks, CA: Sage Publications, Inc.
- Tsai, W-C., & Tai, W-T. (2003). ‘Perceived Importance as a Mediator of the Relationship between Training Assignment and Training Motivation’. *Personnel Review*, 32, 151-163.
- Waldman, D. A., Bass, B. M., & Einstein, W. O. (1987). Leadership and outcomes of performance appraisal processes. *Journal of Occupational Psychology*, 60 (3).
- Walia & Bajaj, (2012). Impact of human resource management (hrm) practices on employee retention. *International Journal of Research in IT & Management*, 2(2), 836-847.
- Wang, J., Odell, S. J., & Schwille, S. A. (2008). Effects of teacher induction on beginning teachers’ teaching: A critical review of the literature. *Journal of Teacher Education*, 59(2), 132–152.
- Way, S. A. (2002). “High Performance Work Systems and Intermediate Indicators of Firms Performance within the US Small Business Sector. *Journal of Management*, 28(6), 765-785.
- Woo, B., & Chelladurai, P. (2012). Dynamics of Perceived Support and Work Attitudes: The Case of Fitness Club Employees. *Human Resource Management Research*, 2(1): 6-18.
- Yaseen, A. (2013). Effect of Compensation Factors on Employee Satisfaction- *International Journal of Human Resource Studies*. 3(1), 142-157.
- Yurchisin, J., Park, J. & O’Brien, M. (2010). Effects of ideal image congruence and organizational commitment on employee intention to leave. *Journal of Retailing and Consumer Services*, 17, 406-414.
- Zhou, J., & George, J. M. (2001). When Job Dissatisfaction Leads to Creativity: Encouraging the Expression of Voice. *The Academy of Management Journal*, 44, 682-696.